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CENTRAL INTELLIGENCE GROUP
SECRETARIAT
3 September 1946

PERSONNEL REQUIREMENTS AND DESCRIPTION OF DUTIES

1. Duties previously prescribed for the Secretary and the Assistant Secretary are on file in the office of the Executive for Personnel and Administration. A description of the functions assigned to the Secretariat is attached as Tab C.

2. In addition, the Secretariat is designed to provide ICAPS and the CIG operating offices with a channel through which policy and all other matters, except personnel and administration, originating in these offices may be brought to the attention of the Executive Director, Assistant Executive Director, or the Director of Central Intelligence for decision. All the documents prepared in CIG (with exception of personnel and administrative matters) will be screened by the Secretariat at one time or another. The Secretariat will be required to study the situation, review the proposed remedy, and report findings or recommendations to the Director, after coordinating with the Executive Director, for decision.

3. The volume of work, pressure and the complexity of problems at this level will be so great that the following minimum staff (6) is required:

- a. 1 Secretary, Col., Capt., CAF-15
- b. 1 Assistant Secretary, Col., Capt., CAF-14
- c. 1 Staff Assistant, Capt., Lt. (s.g.), CAF-11
- d. 1 Administrative Assistant, CAF-9
- e. 1 Administrative Assistant, CAF-7
- f. 1 Clerk-Stenographer, CAF-5

4. The Secretary (CAF-15) (in addition to the duties described in [redacted] insures:

- a. That problems of policy arising in ICAPS and the various offices within CIG are brought to the attention of the Director, the Executive Director, or Assistant Executive Director for consideration and decision, insuring that recommendations are clear and concise, responsive to directives, consistent with existing policies and have been properly coordinated.
- b. That actions recommended and approved are followed up with the appropriate offices and officers, both within CIG and in other agencies of the government.
- c. The proper clearance of policy documents emanating from the various offices of the CIG before presentation to the Director and after coordination with the Executive Director. In this connection he works with policy officers, i.e., office heads, in shaping documents, taking the initiative in bringing about revisions in policy operations, resolving controversial issues as between or among various offices, and generally bringing to bear his intimate knowledge of the attitudes, desires and methods of the NIA, IAB, and CIG officials as evidenced by their record of past decisions, deliberations in staff meetings and personal discussions. The incumbent is thus placed in a rather unique position of coordinating and shaping preparation, presentation, documentation and implementation of policy matters throughout the CIG which must receive the attention of the Director.

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5. The Secretary prepares agenda, attends and keeps minutes of any NIA, IAB or Executive Staff meetings, initiates the implementation of decisions made therein, and performs such other duties as the effective functioning of the NIA, IAB and CIG may require, and is responsible for coordinating the work of all these committees. Incumbent speaks and acts for the Director and the Executive Director and, where necessary, the Assistant Executive Director with regard to policy matters, particularly those involving top-level decisions by the NIA. In the performance of his work the Secretary is in almost constant communication with the top policy officers of the CIG and many key officials in the Departments. Much of his work is accomplished through the media of informal meetings and discussions.

6. The Assistant Secretary (CAF-14) (in addition to duties described in [REDACTED] develops work methods for the division and assumes responsibility for keeping the Secretariat properly geared to best service the needs of CIG. (This function has never been done before in the field of foreign intelligence, and the individual assigned to the task will have responsibility for the initial development of the whole scheme of machinery for the program working with a minimum of direction and instruction.) He will be required to study and appraise minutes of NIA, IAB or the Director's staff meetings, as well as reports, documents, and based on such study and appraisal will formulate recommendations involving the consideration of such problems as duplication and overlapping of policy decisions, and insufficient development and coverage of technical problems under consideration. The Secretary, NIA, is absent from his office over fifty per cent of the time, and the Assistant Secretary, therefore, must insure that immediate action is taken on all papers and documents submitted to the Secretariat. The Assistant Secretary will have full authority to act for and in the name of the Secretary.

7. One Staff Assistant (CAF-11) or the military equivalent will be required. This individual will serve as liaison and general expeditor between the Secretary and the various offices. In this connection he will be required to make a comprehensive analysis of all CIG documents submitted to the Secretariat which will involve careful consideration as to the sufficiency and adequacy of the material, adequate terms of reference, duplication or overlapping of policy considerations. He will be required to perform extensive research, investigation and verification, prepare such special reports as requested, and must have an appreciation of the relationship of the subject to general foreign intelligence policy as well as to specific intelligence problems. He must make recommendations as to how certain inadequacies and inconveniences may be corrected, as to the need for further subject development on the part of the operating official, and for additional coordination. He should have a knowledge and background of the policies and procedures of War, Air, Navy and/or State organizations. He must:

- a. Detect inconsistencies as they develop.
- b. Raise questions.
- c. Point out the gaps where it is believed that the policy determinations have not been clearly worked out, and if certain policy determinations are indicative of a trend which seems to warrant the making of a comprehensive study of report, he either:
 - (1) Initiates the study, or
 - (2) Has it conducted by the proper office.
- d. Work on the development of criteria by which policy matters may be evaluated and a determination made as to the adequacy of documentation, involving constant discussions with top-level policy officers.

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- e. Serve as liaison to the Offices, Branches, Divisions.
- f. Keep the Offices, Branches and Divisions advised by assisting them in obtaining for their guidance a definitive statement of CIG policy where none has been previously expressed.
- g. Advise the Offices, Branches and Divisions of existing policy.
- h. Analyze policy recommendations formulated in order to obtain an understanding of existing policy and policy being formulated.
- i. Assist the offices in preparing documents for submission to the Executive Staff, Executive Director, or the Director of Central Intelligence.

8. One Administrative Assistant, CAF-9, will be required. This individual will perform responsible work which requires a comprehensive knowledge of the work of the CIG, its organizational structure, the personnel of the offices, branches and divisions. In this connection the incumbent will review policy documents to determine:

- a. Whether any committee or office is working on the same subject,
- or
- b. Has completed a similar study.
- c. Whether the recommendations are supported by adequate data.
- d. Whether all concerned with the subject matter have seen and approved the document.

Incumbent will prepare any necessary documentation and forward documents for approval and transmission to the Director for final approval. She will maintain an office of record for NIA documents, IAB documents. She will be required to perform extensive research for the Secretary and Assistant Secretary on NIA and IAB directives, papers, and decisions. She will provide a research service to ICAPS and the CIG offices on all NIA and IAB matters.

9. One Administrative Assistant, CAF-7, will be required. This individual will work closely with the Administrative Assistant, CAF-9, and will act for her in her absence. In addition she will perform necessary clerical and stenographic work for the Secretary.

10. The Clerk-Stenographer (CAF-5) will act as secretary for the Assistant Secretary and will:

- a. Take dictation.
- b. Transcribe dictation
- c. Keep necessary records
- d. Follow up on deadline papers
- e. Perform other duties as required.